

Safety & Justice Roundtable  
Six-month update, Feb. 2, 2010

		Recommendation Summary	Responsibilities  Who Will Do It?	Timeline	Resources  Available	Challenges & Needs	Estimated  Cost	Current Status
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	#1: Solving Police-Fire Pension Fund Shortfall	<p>While there are needs and priorities throughout the criminal justice system, the Safety &amp; Justice Roundtable feels strongly that solving the Springfield Police and Fire Pension issue should be our community’s first and highest priority. All other major advances within the system — many of which require additional funding — will be difficult to achieve before the pension issue has been resolved.</p> <p>As of June 2009, the Police-Fire Pension Fund Citizens’ Task Force is reviewing this issue and possible solutions. The Roundtable urges the community to become educated on the pension issue and to pay close attention to the Task Force’s work and recommendations.</p>	Citizens/City of Springfield's Citizens Task Force/City Council/City Management	Initial Sales tax election in November, 2009. Long-term solution to fully fund the pension system will most likely require a tax renew in 2014. The tax sunsets every five years.	3/4 Cent Sales Tax Revenue.	Initial Sales Tax Approval and subsequent renewals.	\$238 million	Voters approved a 3/4 cent sales tax for the Police/Fire Pension fund on November 3, 2009. The approved sales tax will sunset in five years. While the pension system is not yet fully funded, with the passage of the sales tax we are on track to reach fully funded status in the future. It is estimated that the sales tax will need at least one 5-year renewal to be fully funded. City Council approved closing the system to new-hires on January 11, 2010.
	#2: Reducing jail population	<p>The Greene County Justice Center (Jail) is chronically overcrowded, creating a potentially dangerous situation for both inmates and staff. Jail overpopulation may be attributed to two main factors: too many people being booked into the jail, and the amount of time inmates must wait before their cases come to trial.</p> <p>The Roundtable recommends a variety of options be explored to reduce the number of inmates booked and held in the jail, including implementing a Bond Schedule while retaining the current Book &amp; Release program and expanding Pre-Trial Services programs for those who cannot afford to post bond.</p> <p>The overwhelming majority of inmates in the jail are awaiting a trial, not serving sentences. Delays within the court system are due in large part to a shortage of judges, public defenders and courtroom space. The overuse of continuances and the lack of a fast track for felony guilty pleas also bog down the system. The Roundtable recommends these issues be addressed at both the local and state level.</p>	Sheriff, Police, Courts, Prosecutor, Public Defender, Pre-Trial Services, Courts Administrator.	This is an on-going, long-term effort.	Multiple agencies are working together to reduce population	The proposed Bond Schedule is incompatible with Book & Release — these programs can not operate concurrently	TBD	The Sheriff has assigned three positions to address population control at the jail. The first position, a Court Liaison Sergeant, works closely with courts to manage court dockets and bring inmates to trial more quickly. Two population control officers — both funded by a one- year grant — are working through the county's 18,000 unserved warrants, eliminating warrants which are no longer valid and cannot be prosecuted. In addition, the 31st Circuit Court has devised a plan to bring more criminal cases to trial by having each judge try as many cases as possible. Two Circuit Judges remain primarily assigned to felony criminal cases, and the other judges make themselves available as backup depending on the disposition of their own docketed cases. This allows the court to maximize the number of jury trials conducted and correspondingly the number of cases resolved. Additionally, the Associate Division Judges have scheduled more time for jury trials, making them available to back up the Circuit Judges, further enhancing the number of cases resolved. Subsequent to the implementation of this plan, the Court has experienced an increase in the number of jury trials. Combined with the existing Pre-Trial Services, these efforts have reduced jail's the average daily population from 538 in 2008 to 493 in 2009.

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Top Seven Priorities	#3: Improving the Family and Juvenile Justice System	<p>Though the Greene County Juvenile Justice Office manages to accomplish a great deal with limited resources, this important component of the criminal justice system needs greater support in terms of staffing and space. Children entering the juvenile justice system are often at a considerable socio-economic disadvantage. It is the opinion of the Roundtable that these kids, if left unserved or underserved, will become our community's future criminals, which will greatly increase the financial burden the community must bear to provide adequate public safety.</p> <p>The Roundtable recommends more staffing, courtroom space and office space for Juvenile and Family Court functions. At the same time, the Roundtable acknowledges that the County Juvenile system cannot address all issues involving troubled youth. The group proposes a community-wide advocacy effort to raise awareness of and address juvenile issues.</p>	Greene County operates the Juvenile Office and Juvenile and Family Court, largely through funds from the State of Missouri	This is an on-going, long-term effort.	TBD	Many functions within Family and Juvenile Justice system are funded by the State of Missouri, at risk for state budget cuts.	The proposed Family Court Facility is estimated at \$12 million, plus operations and staffing costs.	Greene County has a plan to construct a Family Court Facility between the existing Judicial Courts Facility and the Juvenile Justice Center. The new facility would add courtroom and office space for Juvenile and Family Court functions, and provide a home to Missouri's first Unified Family Court program. No funding has been identified for this project. The State of Missouri approved funding for an fourth Family Court Commissioner in 2009, a position filled in September. Greene County remodeled former office space within the Judicial Courts Facility to create a courtroom for this Commissioner. However, no Domestic Relations Officer has been added to assist the new Commissioner, resulting in a restructuring of the Domstic Relations Unit to share responsilibites. Budget issues currently make it difficult for the county to fill current vacancies within the Juvenile Office staff, impossible to expand staff. Greene County has a plan to construct a Family Court Facility, adding courtroom and office space to Juvenile and Family Court functions. No funding has been identified for this project. The Juvenile Office is proud of its multiple collaborative projects within the community, including the Juvenile Detantiona Alternative Initiative, the Fostering Court Improvement Project Initiative and Gender-Based Services. While these services involve various partners with the Juvenile Office, no community-wide advocacy group has formed to address juvenile issues.
	#4: Combining emergency response agency facilities	<p>Emergency 911 and community emergency management operations are often taken for granted. Yet in our time of need, citizens assume someone will be there to answer the phone when they call for help. The Springfield-Greene County E-911 Center and the Springfield-Greene County Office of Emergency Management are providing these emergency response services in separate and largely outdated facilities.</p> <p>The Roundtable supports a current plan for a Public Safety Collaborative Center, which will house these operations and allow them to work more closely together with the latest technology.</p>	City of Springfield, Greene County, Springfield-Greene County Office of Emergency Management, Springfield-Greene County E-911	Bids to be let in summer, 2010; projected opening in fall, 2011.	911 Sales Tax, federal grants, County bonds.	Maintaining schedule to retain federal grant funding.	\$22 million, plus operations.	Greene County has hired an architect for this project, now working under the name Public Safety Cooperative Center. The building designs will be complete within the next six months. Bids are expected to be let this summer with building scheduled for completion by fall, 2011.

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	#5: Enhanced data sharing and interagency Communications	The Springfield Police Department is in dire need of a new records management system. The Roundtable feels this provides an opportunity to address a greater need for enhancing data sharing and greater communication between the two primary law enforcement agencies in our community: Springfield Police and the Greene County Sheriff’s Office. The Roundtable also believes both agencies should take full advantage of the statewide Missouri Data Exchange (MoDEX) system for information sharing.	Greene County Sheriff's Office and Springfield Police Department	Installation of SPD's new RMS will be complete by the end of the year. Coordination with MoDEX is an on-going effort.	MoDEX system is coordinated by the state.	Sheriff's Office is working to resolve software issues with MoDEX. Even when fully operational, MoDEX does not allow agencies to share all types of records.	TBD	The Springfield Police Department is in the process of updating its records management system. The Sheriff's Office has worked for some time on its RMS software. Some technical issues remain to be resolved. Both agencies continue to use MoDEX, uploading and accessing information from their records, however, there are limits to the type of information which can be exchanged on this system. In addition, the Sheriff's Office is experiencing data conversion issues which prevent the county from providing and accessing real-time MoDEX data. The county is working to resolve these issues.
	#6: Increasing staffing throughout system	<p>Nearly every agency the Roundtable studied is in need of increased staffing, including those funded by the state. Personnel costs are typically the single largest expense for local government and Springfield and Greene County are no different. Funding within these entities, as well as at the state level, is currently very tight, and the Roundtable acknowledges that increasing personnel is difficult at this time.</p> <p>However, the Roundtable recommends increased staffing for several offices, including the 31st Judicial Circuit, Greene County Jail, Dist. 31 Public Defender’s Office, Greene County Juvenile Office, Springfield Police Department, Springfield Fire Department and Greene County Pre-Trial Services. Funding for increased staff will require cooperation and creative solutions within the state, the County, the City and the communities these entities serve.</p>	City of Springfield, Greene County, State of Missouri	This is an on-going, long-term effort, achieved as funding is available	Tax revenue, grants and other funding opportunities are utilized as they become available.	Funding. Local sales tax and other revenues have shown steady decline. The City of Springfield and Greene County are operating under a hiring freeze. The State of Missouri is also facing budget cuts.	TBD	<p>Springfield City Council has committed to hiring more Police and Fire employees when the City's new fiscal begins July 1. This is possible because the Police/Fire Pension Sales Tax will relieve pressure on the City's General Fund, allowing the city to contribute less to the fund.</p> <p>Greene County continues to operate under a hiring freeze implemented in 2009, which affects all positions except those essential to public safety. The County is currently operating with more than 50 staff vacancies. The Circuit Court and Public Defender, as well as certain functions within the Juvenile Office and Prosecutor's Office, are funded by the State of Missouri, which is also experiencing budget shortfalls. Proposed cuts may impact staffing throughout the criminal justice and public safety system.</p>
	#7: Expanding facilities	Our community’s criminal justice system has largely outgrown the facilities in which operations are housed. Additional courtroom and office space is critical for the 31st Judicial Circuit, the Juvenile Office and the Springfield Municipal Court. Emergency response operations are also in need of a modern, secure facility (as noted above). Finally, the Springfield Police and Fire departments are in dire need of a new, larger training facility.	City of Springfield, Greene County, State of Missouri	This is an on-going, long-term effort, achieved as funding is available	The Public Safety Cooperative Center has dedicated funding streams. For the remaining projects, tax revenue, bonds, grants and other funding opportunities will be utilized as they become available.	Funding.	TBD	Greene County is moving forward with plans for the Public Safety Cooperative Center and the Greene County Morgue. Greene County completed construction of two new courtrooms in the Judicial Courts Facility in July, 2009, out of a space formerly used for offices. Plans for a Family Court Facility are awaiting funding. The City of Springfield has purchased land within the Governmental Plaza footprint for an Municipal Court facility. A combined police/fire training facility leads the city's list of federal stimulus funding requests.
REPORT RECOMMENDATIONS BY TOPIC								
	<u>Police Fire Pension</u>	The pension shortfall should be resolved as quickly and decisively as possible. This is a quality of life issue for Springfield and Greene County, and resolving it should be our community's highest priority.	Citizens/City of Springfield's Citizens Task Force/City Council/City Management	Initial Sales tax election in November, 2009. Long-term solution to fully fund the pension system will most likely require a tax renew in 2014. The tax sunsets every five years.	3/4 Cent Sales Tax Revenue.	Initial Sales Tax Approval and subsequent renewals.	\$200+ million estimate	Voters approved a 3/4 cent sales tax for the Police/Fire Pension fund on November 3, 2009. The approved sales tax will sunset in five years. While the pension system is not yet fully funded, with the passage of the sales tax we are on track to reach fully funded status in the future. It is estimated that the sales tax will need at least one 5-year renewal to be fully funded. City Council approved closing the system to new-hires on January 11, 2010.

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	<u>31st Circuit Judicial Courts</u>	Additional judges and court commissioners are needed within the 31st Circuit. The Weighted Workload Study clearly illustrated the problem by recommending seven additional judges, which would represent a 50-percent increase in the number of judges currently assigned to the 31st Circuit. Judges are employees of the State of Missouri, and additional judges would require approval by the Missouri General Assembly. Though two additional positions have been authorized since the study, this must continue to be a top legislative priority for Springfield and Greene County.	Judges are employees of the State of Missouri.	This is an on-going, long-term effort, achieved as funding is available.	TBD	Availability of state funding. Also, Greene County does not currently have courtroom space for additional judges.	TBD	Two judges' positions were added to the 31st Circuit in 2009. In April, the Office of the Missouri Supreme Court approved creation of the 31st Circuit, Division 25, a new associate civil court staffed by a roster to rotating visiting judges, as part of the state-wide Judicial Partnership Program. Associate Civil and Small Claims cases heard in Division 25 free up judicial resources to allow other judges to hear the felony criminal cases and large civil cases. From April through December, 9,438 cases were filed, 10,835 hearings held, 6,434 cases disposed in Division 25. Unfortunately, with state budget cuts, the future of Division 25 funding is uncertain.  The Missouri General Assembly approved funding for an fourth Family Court Commissioner in 2009, a position filled in September. The commissioner was assigned by the court to the domestic docket, and the current domestic case load was evenly distributed between all four Family Court Commissioners. This resulted in an immediate reduction in length of time from case filing to trial, from an average of 12-15 months to 9-12 months.
	Additional Judges							
	Additional Courtroom space	<p>The Roundtable acknowledged the need for the proposed Family Court Facility, and urged the Greene County Commission to make the project a capital priority.</p> <p>Two new courtrooms are currently under construction within the Judicial Courts Facility, expected to be complete by July, 2009. One courtroom is designated for the newly-created Division 25. The second courtroom will house the new Family Court Commissioner.</p>	Greene County, with funding for the Family Court Facility requested from the State of Missouri.	Subject to funding availability	Greene County bonds, subject to availability.	Funding.	\$12 million, plus operations and staffing	Greene County completed construction of two new courtrooms in the Judicial Courts Facility in July, 2009, out of a space formerly used for offices. Absent moving other county services out of the building there is no additional space from which courtrooms may be developed within the Judicial Court Facility. Greene County has a plan to construct a Family Court Facility between the existing Judicial Courts Facility and the Juvenile Justice Center. The new facility would add courtroom and office space for Juvenile and Family Court functions, and provide a home to Missouri's first Unified Family Court program. Though this proposal is consistently among Greene County's top legislative priorities, no funding has been identified.
	Explore use of Grand Juries	Explore use of Grand Juries for cases, when useful or appropriate. Grand Juries could be particularly helpful in expediting arraignments, eliminating the need for judges to preside over preliminary hearings.	Greene County Court en Banc	None established	None identified	None identified	TBD	The Greene County Court en Banc has discussed using a Grand Jury and evaluated the benefits and deficiencies. Within the Court there is no clear agreement about empanelling a Grand Jury, and whether a Grand Jury would provide any increased efficiency within the justice system.

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	<b>Expedite guilty pleas</b>	Identify likely guilty pleas to be placed at the top of the court docket and expedited. Some Greene County Jail inmates are ready to plead guilty to charges against them and begin serving their sentences, but must wait several months for their case to come to trial. If these cases could be moved through the courts more quickly, these inmates could be sentenced and moved out of County jail into the Department of Corrections.	Greene County Court en Banc, with cooperation from other offices.	This is an on-going effort.	TBD	Scheduling	TBD	Courts are making an effort to expedite likely guilty pleas by scheduling multiple cases for trial on the same day. Many inmates, reluctant to follow through on a trial, decide to plea guilty when their trial is scheduled. For those who plead not-guilty, judges are sharing the workload when trial schedules overlap. There are occasions when a defendant who is in the custody of the DOC is brought to Greene County for a hearing on a pending charge(s). Occasionally new charges may have been filed. The Court inquires if the defendant desires to dispose of the pending and additional charges prior to being returned to DOC. If the defendant desires to resolve the charges, the court will refer the case to the Public Defender and set the case for a resolution/guilty plea within 7 days. These cases are often resolved within two weeks.
	<b>Continuances</b>	Document, review and consider limiting of the number and type of continuances allowed before cases can move to trial. Many inmates in the Greene County Jail intentionally delay their trial by requesting continuances until key witnesses disappear, or details of testimony are forgotten. These continuances concurrently contribute to jail overpopulation and case backlogs in the courts. This project could possibly be assigned to a graduate student or college class.	Greene County Court en Banc, Greene County Prosecutor	None established	TBD	None identified	TBD	Matters of continuance are necessarily at the discretion of the Judge and are considered on a case-by-case basis. The court is always mindful to grant or deny continuances that effect the efficiency of the system and preserve justice for both parties.

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	Video conferencing	Explore additional use of video conferencing technology for preliminary hearings. This may reduce the need for corrections staff to escort inmates to court and, on occasion, reduce the need for additional courtroom space.	Greene County, Office of State Courts Administrator	System is already in use.	Department of Corrections now included in video conferencing	None identified	TBD	<p>The Greene County Court first began using Video Conferencing in 2004 with the installation of units in eight courtrooms, as well as one in Prosecuting Attorney's office, two in the Greene County Jail and one in the Springfield Municipal Court. These units have been utilized between the Jail and the Court for Arraignments and other hearings, usually the Associate Divisions. Two more video conferencing units were obtained from the Office of State Courts Administrator in 2008. One of the units is located in the Juvenile Justice Center and is used for communicating between juveniles in the Detention Center and Courts outside of Greene County. The other unit is portable and can be moved to multiple locations within the Judicial Court Facility building.</p> <p>In 2009, progress was made to establish communications between the Courts and Department Of Correction's facilities. Video conferencing can be used to hold court hearings with the defendant remaining in the facility but present via video conferencing. This reduces the expense of transporting defendants from a DOC facility to Greene County and then returning to the facility. Currently there are approximately five DOC facilities which may communicate with the Court via video conferencing. The Court tested out this process in January 2010 and anticipates expanding use of this form of communication.</p>
	Night or weekend court	Consider instituting night court or weekend court, to utilize existing courtroom facilities during hours these courtrooms currently stand empty. Concerns over limited courtroom space were voiced multiple times to the Roundtable. Using existing space could help address these concerns without investing in capital improvements.	Greene County, State of Missouri	None established	TBD	Funding for staff.	TBD	<p>The Court is currently limited in its ability to pursue any additional hours of use for the courtroom facilities due to personnel and financial restrictions. To operate a division of court requires at a minimum a court clerk and a court reporter, each of which are employed by the state and there is no provision in the state budget for additional employees. Additionally, courtroom security and court house security is provided by the bailiffs and Greene County Sheriff's Office. With the county's current hiring freeze, there is no provision in the county budget for additional employees.</p>
	<u>Greene County Jail and Jail Booking</u>  Additional corrections officers	Additional corrections officers are needed within the jail. The Greene County Sheriff has requested approximately 20 additional corrections officers for several years, but the County does not have the funds to provide more than one or two at a time. The Roundtable recommends additional corrections officers, but acknowledges that these new positions would require a new or additional source of revenue.	Greene County	None established	None identified	Funding. Greene County is currently operating under a hiring freeze, with more than 50 vacant positions throughout the county. No new positions may be added at this time.	20 new corrections officers estimated cost: \$1 million annually	Greene County continues to operate under a hiring freeze implemented in 2009, currently has 50+ staff vacancies throughout the county. No funds are available for additional corrections officers.

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<b>Jail overcrowding</b>	<p>The jail is chronically overcrowded. While Book &amp; Release and Pre-Trial Services help alleviate this problem, additional measures must be implemented to keep jail population at a manageable level.</p> <p>The Roundtable recommends implementing a combination of the proposed bond schedule system and retention of the Pre-Trial Services and the Book &amp; Release system to manage the number of inmates housed in the jail. Both Book &amp; Release and Pre-Trial Services were implemented at the behest of the 2003 Kalmanoff Report, to address jail overcrowding. Greene County Judge Dan Conklin has proposed replacing these programs with a Bond Schedule and 24-hour judges. The Roundtable support implementation of Conklin’s proposal while retaining Pre-Trial Services as well as Book &amp; Release for inmates who can’t afford to post bond.</p> <p>The Roundtable considered a proposed minimum-security jail, a recommendation made to Greene County in the 2003 Kalmanoff Report. However, the group concluded that more research is needed on this proposal, particularly the estimated cost, before a recommendation could be made. Roundtable members agreed that such a construction project should only be considered after the proposed Family Court Facility is completed.</p>	Greene County Sheriff’s Office, Court en Banc, Prosecutor and Pre-Trial Services	This is an on-going effort.	Three Sheriff’s Office staff dedicated to reducing jail population.	The proposed Bond Schedule is incompatible with Book & Release — these programs can not operate concurrently.	TBD. No cost estimate has been determined for a minimum-security jail facility, as this is currently not a high priority for Greene County.	<p>The Sheriff has assigned three positions to address population control at the jail. The first position, a Court Liaison Sergeant, works closely with courts to manage court dockets and bring inmates to trial more quickly.</p> <p>Two population control officers — both funded by a one- year grant — are working through the county’s 18,000 unserved warrants, eliminating warrants which are no longer valid and cannot be prosecuted. In addition, the 31st Circuit Court has devised a plan to bring more criminal cases to trial by having each judge try as many cases as possible. This effort is detailed elsewhere in this report, under the Top 7 Priorities. Combined, these efforts have reduced jail’s the average daily population from 538 in 2008 to 493 in 2009. Utilizing limited staff, Pre-Trial Services continues to supervise an average of 170 participants who would otherwise be inmates in the jail. Book &amp; Release also remains in use at the jail. Judge Conklin proposed adoptiong of a Bond Schedule and 24-hour judges in Nov. 2008, but the Court en Banc has not adopted this, in part because it is incompatible with the Book &amp; Release system currently in place.</p>
<b>Jail Booking delays</b>	Greene County and agencies booking inmates at the jail must work together to explore and address causes for delays in the booking process. The Sheriff’s Office and other municipal police departments have the ability to pre-book inmates using laptops in their vehicle, saving time the officers spend inside the jail. Springfield Police vehicle laptops do not have the same software, and therefore, Springfield Police officers must spend more time inside the jail during booking. This software issue is related to a larger Records Management System issue addressed separately in this report.	Greene County Sheriff’s Office, Springfield Police Department	December, 2010 when new city RMS system is in place	Federal grants	None known		Springfield Police officers are now booking in terminals in the jail. The RMS installation will be complete at the end of 2010.
<b>Missouri State Public Defender’s Office, District 31</b>							
<b>Public Defender’s Office staff funding</b>	The Roundtable believes the State of Missouri should increase funding for staff in the District 31 Public Defender’s Office. Roundtable believes this issue should be a top legislative priority for both the City and the County. Additionally, when new attorneys are hired, they will need space in which to work. More space to house increased staff must also be identified and funded.	State of Missouri	None established	None identified	Funding.	TBD	Despite state-wide media publicity of this issue, state funding for public defenders has not increased. During 2009, the Springfield Metropolitan Bar Association successfully recruited attorneys to take pro bono cases that would otherwise await representation through the Public Defender. However, this program ended Dec. 31, 2009. Public Defender funding remains among Greene County’s top legislative priorities for the State of Missouri.

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Other Findings by Topic	<b>Springfield Metropolitan Bar Association commendation.</b>	The Roundtable recognizes that the Springfield Metropolitan Bar Association is coordinating with the Public Defender’s Office to reduce the caseload backlog. The Roundtable commends area attorneys who are volunteering to represent indigent defendants in court.						No actions needed- commendation
	<u>Greene County Juvenile Office</u>							
	<b>Juvenile Office staffing and space</b>	The Juvenile Office's most pressing needs are additional staffing and space. Courtroom space is especially concerning. The Roundtable believes construction of the proposed Greene County Family Courts Facility should remain a top capital priority for the County. The Roundtable also believes adding more staff should be a top priority for Greene County.	Greene County, with additional funding from State of Missouri.	This is an on-going, long-term effort, achieved as funding is available	None identified	Funding for Family Court Facility not identified. Many functions within Family and Juvenile Justice system are funded by the State of Missouri, at risk for state budget cuts.	The proposed Family Court Facility is estimated at \$12 million, plus operations and staffing costs.	Greene County has a plan to construct a Family Court Facility between the existing Judicial Courts Facility and the Juvenile Justice Center. The new facility would add courtroom and office space for Juvenile and Family Court functions, and provide a home to Missouri's first Unified Family Court program. No funding has been identified for this project. Greene County continues to operate under a hiring freeze implemented in 2009, currently has 50+ staff vacancies throughout the county, including three positions in the Juvenile Office. No funds are available for additional juvenile office staff.
	<b>Community-wide advocacy effort to raise awareness of and address juvenile issues.</b>	The group proposes a community-wide advocacy effort to raise awareness of and address juvenile issues, including delinquency, abuse, neglect, drug use, high school drop-outs, mental health issues, etc. The Roundtable heard repeatedly from people working at all levels of the local justice system that crime begins at a young age, often as a result of unstable home lives and socio-economic disadvantages. Many current jail inmates were, as children, clients of the Juvenile Justice system. The Roundtable believes addressing this cycle should be a priority for the community as a whole. Since the failure of the Community Safety Initiative in 2005, the community has rallied around the cause of early childhood issues with programs such as Isabel’s House, the Mayor’s Commission on Children, and the Red Wagon Kids program. Similar efforts should now be made to reach adolescents and teens so that they do not fall into a cycle of crime and punishment. The Roundtable recommends the formation of a citizen/volunteer commission that can focus on this issue. Such an effort should present a unified message to youth, parents, teachers, mentors and the community at large about the dangers of juvenile crime and the consequences of bad choices. The City and County should consider some form of ongoing support and/or funding for such efforts.	Springfield and Greene County, with support of several institutions and the community at large.	None established	None identified	No groups or agencies have adopted this concept. Need leadership.	TBD	The Juvenile Office is proud of its multiple collaborative projects within the community, including the Juvenile Detention Alternative Initiative, the Fostering Court Improvement Project Initiative and Gender-Based Services. While these services involve various partners with the Juvenile Office, no community-wide advocacy group has formed to address juvenile issues.
	<b>The Roundtable recognizes that the Juvenile Office accomplishes a great deal of work with very limited resources.</b>	The Roundtable wishes to publicly commend Chief Juvenile Officer and Juvenile Office Director Perry Epperly and his staff for their dedication to serving the youth of our community.	Greene County					none needed- commendation



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Other Findings by Topic	<u>Greene County Sheriff's Office &amp; Springfield Police Department Records Management Systems</u>							
	<b>New Police Records Management System</b>	The Springfield Police Department is in dire need of a new records management system, and must be replaced. The Springfield Police Department's current records management system is in danger of failing. A system failure would force the Springfield Police Department back to using paper reports, further backing up the entire system.	City of Springfield, Police and IS. Departments	December, 2010	Federal grant funds	None identified	TBD	The RMS installation will be complete at the end of 2010.
	<b>Data sharing</b>	The Sheriff's Office and Police Department must demonstrate an ability and willingness to share software and data without reservation. The Roundtable acknowledges this will require capital investment, but overall, it will increase efficiency and public safety. Increased cooperation would enhance the level of trust between the two agencies.	Greene County Sheriff's Office, Springfield Police Department	None established	MoDEX system may assist, but not completely solve this issue.	Law prohibits dissemination of some information.	TBD	The Springfield Police Department is in the process of updating its records management system. The Sheriff's Office has worked for some time on its RMS software. Some technical issues remain to be resolved. Both agencies continue to use MoDEX, uploading and accessing information from their records, however, there are limits to the type of information which can be exchanged on this system. In addition, the Sheriff's Office is experiencing data conversion issues which prevent the county from providing and accessing real-time MoDEX data. The county is working to resolve these issues.
	<b>MoDEX</b>	The Police Department and Sheriff's Office should coordinate and commit to a set schedule for what kind of information needs to be shared via MoDEX, and how often. Point people should be assigned to and be responsible for inputting the information. While the MoDEX system is not perfect, the Roundtable feels it is not fully utilized by the two local agencies at this point.	Greene County Sheriff's Office, Springfield Police Department	None established	MoDEX system is coordinated by the state.	Sheriff's Office is working to resolve software issues with MoDEX. Even when fully operational, MoDEX does not allow agencies to share all types of records.	TBD	Both Greene County Sheriff's Office and Springfield Police continue to use MoDEX, uploading and accessing information from their records, however, there are limits to the type of information which can be exchanged on this system. In addition, the Sheriff's Office is experiencing data conversion issues which prevent the county from providing and accessing real-time MoDEX data. The county is working to resolve these issues.
	<u>Springfield Police Department</u>							
	<b>Staffing and recruiting.</b>	• The Roundtable believes work needs to be done in terms of recruiting. The Roundtable would like the Springfield Police Department to be fully staffed. While the pension issue currently impedes hiring and retention, the Roundtable believes Springfield Police Department needs to be prepared to aggressively pursue new recruits once the pension issue is resolved and sales taxes return to normal levels. An outside consultant may be of assistance in terms of marketing and outreach.	City, Police and Human Resources Dept.	On-going, posting open, meetings planned with Minority Committee	Limited in both Depts. because of hiring freeze.	Advertising and travel resources are needed.	TBD	We are beginning the process of recruiting for a police and fire academies that will begin in June, 2010.

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	Training facility	A new Police training facility should be a priority for the City. Some of the current training facilities are inadequate or unusable, including classroom space at the same abysmal site as the current fire training facility. A new police training facility, whether at the site of the decommissioned Springfield-Branson National Airport terminal or elsewhere, would be beneficial for recruitment and retention.	City Management	2010-2011?	Approximately \$5 million	Funding	\$7.5 million	The City has set aside some funding through a bond issue for construction of the proposed new training center at the recently decommissioned Springfield-Branson National Airport terminal. The combined police and fire training center also leads the list of projects for which the City has requested federal stimulus funds.
	Police-Fire Pension Fund	Resolving the Police-Fire Pension Fund shortfall should be a priority for the City. This recommendation is addressed separately in this report. See "Top 7 Priorities"	See "Top 7 Priorities"	See "Top 7 Priorities"	See "Top 7 Priorities"	See "Top 7 Priorities"	See "Top 7 Priorities"	See "Top 7 Priorities"
Other Findings by Topic	Records Management System	The Police Department is in dire need of a new records management system. This recommendation is addressed separately in this report. See "New Police Records Management System"	See "New Police Records Management System"	See "New Police Records Management System"	See "New Police Records Management System"	Implementation and training See "New Police Records Management System"	See "New Police Records Management System"	See "New Police Records Management System"
	Springfield Fire Department							
	Fire training facility	The Roundtable believes a new Fire training facility should be a priority for the City of Springfield.  The City has set aside about \$2.8 million through a bond issue for construction of the proposed new training center at the recently decommissioned Springfield-Branson National Airport terminal. The training center is estimated to cost between \$7 and \$8 million. The combined police and fire training center also leads the list of projects for which the City has requested federal stimulus funds.	City Management	2010-2011?	Approximately \$5 million	Funding	\$7.5 million	The City has set aside some funding through a bond issue for construction of the proposed new training center at the recently decommissioned Springfield-Branson National Airport terminal. The combined police and fire training center also leads the list of projects for which the City has requested federal stimulus funds.
	Police-Fire Pension Fund	Resolving the Police-Fire Pension Fund shortfall should be a priority for the City. This recommendation is addressed separately in this report. See "Top 7 Priorities"	See "Top 7 Priorities"	See "Top 7 Priorities"	See "Top 7 Priorities"	See "Top 7 Priorities"	See "Top 7 Priorities"	See "Top 7 Priorities"
	Springfield-Greene County Office of Emergency Management New Emergency Operations Center	The Roundtable believes constructing a new Emergency Operations Center should be a priority for the City and County. Combining this facility with a 911 call center or other public safety functions, as part of the Public Safety Collaborative Center, would be a wise use of taxpayer money, as these groups often work together during emergencies.	Greene County	Bids to be let in summer, 2010; projected opening in fall, 2011.	911 Sales Tax, federal grants, County bonds.	Maintaining schedule to retain federal grant funding.	\$22 million, plus operations.	Greene County has hired an architect for this project, now working under the name Public Safety Cooperative Center. The building designs will be complete within the next six months. Bids are expected to be let this summer with building scheduled for completion by fall, 2011.
	Springfield-Greene County Emergency 911  Call center with Emergency Mgmt.	The Roundtable endorses the idea of locating a future 911 call center with other law enforcement and public safety entities. A proposal to locate the call center in the Public Safety Collaborative Center is addressed separately in this report.	Greene County, City of Springfield	Bids to be let in summer, 2010; projected opening in fall, 2011.	911 Sales Tax, federal grants, County bonds.	Maintaining schedule to retain federal grant funding.	\$22 million, plus operations	Greene County has hired an architect for this project, now working under the name Public Safety Cooperative Center. The building designs will be complete within the next six months. Bids are expected to be let this summer with building scheduled for completion by fall, 2011.

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Other Findings by Topic	<u>Greene County Pre-Trial Services</u> Pre-Trial Services staffing	The Roundtable urges the County to provide additional staffing needed to expand this program. The Roundtable believes the issue of jail overcrowding cannot be truly addressed until time inmates spend awaiting trial is significantly reduced. Until then, only small solutions are available to chip away at the jail problem. One solution involves expanding Pre-Trial Services, which would expedite the review of inmates eligible for pre-trial release.	Greene County	None established	None identified	Funding for staff.	TBD	Utilizing limited staff, Pre-Trial Services continues to supervise an average of 170 participants who would otherwise be inmates in the jail. However, due to the current hiring freeze, Greene County is unable to add staff to Pre-Trial services at this time.
	<u>Springfield Municipal Court and Prosecutor</u> Additional Municipal Court space	The Roundtable believes a new Municipal Court space should be a priority for the City of Springfield. The Roundtable believes the facilities at 625 N. Benton Ave. are too small for the Court’s current workload. On days when Court is in session, a line leading out the door and around the building is common. The building has very little space for waiting areas besides the courtroom itself. There are also no private meeting areas, and attorneys meet with clients in the hallways.	City Management/Springfield Municipal Court	None established	None identified	Funding	\$6,682,500	The approximate cost for construction of a new municipal court facility has been determined. No revenue source is available at this time.
	<u>Greene County Prosecutor’s Office</u>  Maintaining the current level of staffing and funding.	The Roundtable recommends maintaining the current level of staffing and funding within the Greene County Prosecutor’s Office. The Roundtable appreciates the work of the Greene County Prosecutor’s Office, and acknowledges that this office’s efficient operation is a central factor in the timely adjudication of cases. Moore assured the Roundtable that, while he would like to have more prosecutors, overall, his office is sufficiently staffed to keep up with the current workload. In comparison to staffing and space issues faced by other departments and offices studied, the Roundtable concluded that the Prosecutor’s Office is relatively well provided for.	Greene County, State of Missouri	None established	None identified	Funding for staff.	TBD	Greene County continues to operate under a hiring freeze implemented in 2009, currently has 50+ staff vacancies throughout the county, including two positions in the Prosecutor’s Office.
	Consolidating functions of the Police Department and Sheriff’s Office	The City and County should further explore the possibility of Consolidating functions of the Police Department and Sheriff’s Office, and perhaps even the agencies themselves. The Roundtable acknowledges that a full-scale consolidation of the two departments would require significant study, political concessions, changes to charter documents and perhaps even the creation of a combined City-County charter. Citizen involvement would also be a key component of any such move. A recommendation of consolidation through a combined City-County charter is beyond the scope of this committee. However, the Roundtable does recommend that both entities more fully examine opportunities for shared resources and incremental consolidation. Sharing resources could result in cost savings as well as enhanced communication between agencies. Possible areas of consolidation include training exercises and facilities, equipment, records management and data sharing. Ultimately, the benefits and drawbacks of full-scale consolidation should be weighed by the City, the County, and the citizens.	Greene County Sheriff’s Office, Springfield Police, City Council, County Commission, citizens.	None established	Many public safety and law enforcement functions are already shared between City and County.	Substantial legal issues to work through. Staff time and additional financial resources as combining the two agencies would be a large expense to bring the deputies and officers to the same pay level.	Estimated cost to Greene County for bringing current staff up to city pay: \$1.5 million/year. This is for staffing only, not a complete cost estimate for consolidation.	<p>Springfield and Greene County already share Emergency 911 dispatching, the 800Mhz Trunked Radio System and Emergency Management. The City and County also operate out of the same jail, share some training functions, and exchange some records through MoDEX. The City and County have mutual aid agreements in place and frequently share field resources. This is a topic that will likely recieved more consideration after the City of Springfield has named a new Police Chief.</p> <p>Both city and county officials acknowledge that full consolidation of Police and Sheriff’s department is a mammoth undertaking fraught with statutory and financial issues. The larger issue is that full consolidation would require the county to move to a charter form of government, a process which usually take several years to complete and must be initiated by the citizens. The Sheriff’s Office is interested in functional consolidation of training, records and warrants and intelligence. This is a topic that will likely recieved more consideration after the City of Springfield has named a new Police Chief.</p>

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	<b>Support from the Missouri General Assembly</b>	Several recommendations throughout the system require support from the Missouri General Assembly, including additional judges, expanding juvenile staff and expanding the Public Defender’s Office. While the Roundtable has recommended the City and County make these issues top legislative priorities, the Roundtable feels the need to go further and directly appeal to our area legislators for their support. The Roundtable requests that legislators consider the local cost burden of state budget cuts and the additional damage of continued rhetoric about further cutting budgets and taxes when the system is already so under-funded.	Greene County, City of Springfield, Safety and Justice Roundtable,	City and County submit Legislative Priorities to Missouri General Assembly at the beginning of each legislative session.	Advocacy efforts on behalf of City and County	The State of Missouri is implementing budget cuts.	TBD	Additional judges, expanding juvenile staff and expanding the Public Defender’s Office regularly rank among the County's Legislative Priorities, as well as funding for the Family Court Facility, Jail per diem, Juvenile per diem and others. In addition, Greene County has presented the Safety & Justice Roundtable report to area legislators and discussed the report's importance. To the city and county's knowledge, members of the Safety and Justice Roundtable contacted legislators directly regarding these priorities.
	<b>Probable Cause Statements completed quickly</b>	The Roundtable recommends that the Courts, Prosecuting Attorney, Springfield Police, and Sheriff work closely and cooperatively to develop a system whereby Probable Cause Statements are prepared and submitted and a decision made to file charges are made within the minimum amount of time following an arrest. This will have a great impact on reducing the number of inmates in the jail, will allow bonds to be set, and will reduce time and expense required to for the Sheriff and Police to locate and bring accused defendants to court.	Greene County Sheriff's Office, Springfield Police Department, Greene County Prosecutor	December, 2010, when new city RMS system is in place	Springfield Police new RMS	None identified	TBD	This will be accomplished with the installation of Springfield Police Department's new records management system software at the end of 2010.
Other Findings by Topic	<b>Explore opportunities to check for unserved warrants</b>	<p>The Greene County Sheriff’s Office has a large backlog of unserved warrants. The Roundtable recommends the City and County explore opportunities to check for unserved warrants when government agencies interact with the public.</p> <p>For example, a warrant check while paying taxes, visiting the assessor, applying for permits and licenses, paying fees, are all points at which a simple records check could reveal a possible warrant.</p>	Greene County Sheriff's Office, Springfield Police Department, possibly other City, County and State offices.	None established	Active warrants are posted online	Coordinating warrant checks with outside agencies.	TBD	Two population control officers — both funded by a one- year grant — are working through Greene County's 18,000 unserved warrants, eliminating warrants which are no longer valid and cannot be prosecuted. Greene County warrants are also posted online. City warrants are already entered in a Statewide computer system and are available to officers in the car. Active city are available warrants on the Police Department web site. However, no program has been initiated to involve outside agencies in checking for warrants before conducting other government business.
	<b>Alternative Courts</b>	The Roundtable recommends continued development of alternative courts. Developing alternative courts is a very smart use of public money. Any alternatives to resolve issues that minimize the use of our regular courts and also minimize the need to put people involved in minor problems in jail are important and should get a high priority.	Greene County Court en Bank, State of Missouri	This is an on-going effort.	Greene County Drug Court, DWI Court and Juvenile Drug Court already established.	No new funding available for additional alternative courts.	TBD	The National Drug Court Institute and the Missouri Supreme Court consistently recognize Greene County Drug Court and DWI Court as among the top in the country. Greene County has also expanded court-supervision programs to juvenile and family court.
	<b>Drug &amp; alcohol abuse</b>	Drug and alcohol abuse must not be discounted as primary and compounding factors throughout the criminal justice system. Universally, representatives of agencies directly involved in dealing with this community’s criminal element report that drug and alcohol abuse impacts crime, the jail population, judicial backlogs, child abuse and neglect, juvenile crime and repeat offenders. Drug and alcohol abuse must not be discounted as primary and compounding factors throughout the criminal justice system.	Springfield and Greene County, with support of several institutions and the community at large.	This is an on-going, long-term effort.	Numerous institutions in the community address drug and alcohol abuse.	Alcohol Detox Facility not currently available in Greene County	TBD	Springfield and Greene County consider drug and alcohol abuse a serious issue and acknowledge abuse and addition as a primary factor in many crimes. Greene County DWI and Drug Court help address this problem, but only after repeated incidents have taken place.

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	Outreach to minority applicants for jobs	The Roundtable recommends increased outreach to minority applicants for jobs within the public safety and criminal justice system. The Roundtable believes the makeup of these forces must reflect the community they serve.	City of Springfield, Greene County, State of Missouri	This is an on-going, long-term effort.	Chamber of Commerce has identified increased minority hiring as an important economic development initiative	Sometimes difficult to attract minority applicants to Springfield and Greene County where minority populations are low.	TBD	Due to budgetary issues, Greene County is currently under a hiring freeze.
	Progress updates to the Roundtable	The Roundtable requests progress updates from the City Council and County Commission on these recommendations after six months and one year.	City Management / County Management	Six-month: February, 2010 One year: August, 2010				Six-month report presented Feb. 2, 2010